The TACTICAL **LINK**

A MESSAGE FROM THE UNITED KINGDOM'S TACTICAL DATA LINK INTEGRATED PROJECT TEAM LEADER

Another year for "The Tactical Link!" Thank you readers for making this newsletter such a great success.

I am delighted to be introducing this issue of *The Tactical Link* at a time when the International Data Link Society is going from strength to strength. The Society and *The Tactical Link* are proving to be excellent forms of communication for the community at a time when operational reliance on the Tactical Data Links capability is growing apace.

With the society now formally established and work underway to build on the successes of the previous symposiums at the next event in San Diego, this is a significant step forward for all of us to fully share our experiences. This sharing is fundamental if we are really going to deliver Network Enabled capability that works.

The articles within this issue have presented an excellent snapshot of the many and varied facets that have to be considered for a successful link application. The key now is to capture those lessons to ensure we continue to move forward with our own programmes. There are specific applications covered such as the "deadly J-Stars" as well as wider coverage of the USN's first MIDS deployment, a significant achievement. The Pocket J application overview by Mel Townsen presents a complex scenario outlining very well where the technology is being applied. The wider system level issues of training and interoperability receive excellent coverage and it is good to see this supported by CMDR Stewart's article outlining the Australian way forward. I look forward to the follow-up articles promised on training.

The Tactical Link is written by the community, for the community. Your articles and inputs are strongly encouraged and are essential to ensuring the continuing success of this publication and the sharing of lessons learned in all our ventures. Please keep the keyboards and digital cameras working hard to pass on your experience.

Ian Anthony

Ian Anthony

Taking Interoperability to the Next Level

Contributed by: LCDR Carsten Fehse, Federal German Navy, Coalition Interoperability & Readiness Liaison Officer, NAVSEA Combat Direction Systems Activity, Dam Neck

Today's warfighter operates in an increasingly complex environment in which information processing and management are key factors. Network Centric Operations on all levels require equipment interoperability and warfighter readiness. Increasingly unpredictable threats require flexibility in the composition and number of employed forces. Flexible and modular inter-service (joint) and multi-national (combined) forces will replace traditional organizations. This changing environment requires new efforts to train and prepare the warfighter.

Next Level, *cont.*

(Continued from page 1)

MDOC at CDSA Dam Neck The paradigm to GeNavCCSysCom's TTNCC .

One of those efforts is the Force Interoperability Readiness System (FIRS) Network, a multinational network linking US and Coalition simulations and tactical hardware-in-the-loop suites, and the Multi-National Distributed Operations Center (MDOC) located at Combat Direction Systems Activity (CDSA) Dam Neck in Virginia Beach, VA. Mainly based on commercial-off-the-shelf equipment, the MDOC provides Situational Awareness, Scenario Generation (based on the Distributed Interactive Simulation Standard - DIS), Network Monitoring, and Data Recording, Playback and Analysis within the FIRS Network. The extensible design and flexibility of the FIRS Network allows new nodes to be connected in an efficient and quick manner for interoperability testing and/or training events.

While new acquisitions can be designed to specific standards, existing systems frequently have to be retrofitted to meet those standards. The German Naval Command & Control Systems Command (GeNavCCSysCom), located in Wilhelmshaven, Germany is the Federal German Navy's (FGN) authority for development, test, and training of the naval combat systems. This facility accommodates test and training equipment that duplicates the complete command and control systems of FGN-frigates classes F122, F123, and F124 using actual tactical hardware.

To bring the F123 land-based test site into a network environment, the FGN initiated an ongoing bi-national effort with NAVSEA to develop a Common Object Request Broker Architecture (CORBA)-based interface to the US Navy's Battle Force Tactical Trainer (BFTT), which acts as a gateway to the tactical system's sim/stim systems dubbed the Inter Connectivity Project (ICP). The first step was to install the core of an operation center, named Test and Training Network Control Center (TTNCC), at GeNavCCSysCom that will be upgraded in the near future to provide capabilities similar to CDSA's MDOC. The TTNCC will allow the FGN to conduct test and training events autonomously (e.g. joint national or with other nations), and circumvent certain technical problems (e.g. propagation time) that can occur when enlarging the network architecture and increasing the number of participating entities in the future. The TTNCC is envisioned as a network hub on the European continent within a multi-national test and training framework.

In November 2002, CDSA and GeNavCCSysCom successfully demonstrated for the NATO Naval Armaments Group, the connection of both land-based test sites (represented by F123 and John F Kennedy Class mock-ups, manned by operational personnel) communications-channels, Link-16 and common ground-truth scenario (DIS) in an encrypted wide area network. Utilizing the same architecture in the following year, coalition forces for the first time were integrated in a Battle Force Interoperability Test of the Distributed Engineering Plant. Several other incremental steps, including additional simultaneous connections with the Royal Australian Navy (RAN) and live units of the US Navy (equipped with BFTT, pier side) will culminate in a multi-national demonstration under the patronage of NAVSEA06 in fall this year. This event will connect live units, training facilities, and land-based test sites of the US Navy, RAN, and FGN for the purpose of establishing a combined training network to a Battle Group In-Port Exercise-level event.

Previous training and test architectures were developed mainly for their respective communities and specific use. Now, the movement towards open architectures, common standards and networked designs will allow combining both purposes in the same equipment. On this path, we can train warfighters under synchronized, controlled, and repeatable conditions that simulate the force structures and environments in which our forces can expect to operate. ▲▲▲
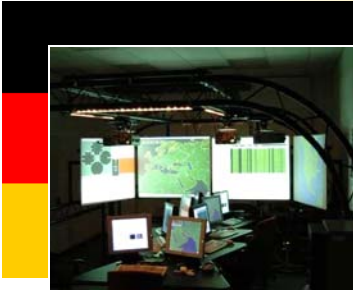
Silent But Deadly, the JSTARS ASU

Contributed by: Capt Merrick J. Green and Capt Isaiah Heyward, 116th OSS/OSKJ (JICO), Robins AFB

ASU gives JSTARS a robust Command & Control Battle Management capability that significantly lessons voice communications.

Robins AFB, Georgia is home to the 116th Air Control Wing JSTARS

The Attack Support Upgrade (ASU) on the E-8C Joint Surveillance Target Attack Radar System (JSTARS) aircraft adds a new dimension to coordination between JSTARS and Link-16 equipped fighter aircraft. According to Major Tony "LB" Scelsi, Det. 2, 605th Test Squadron, Melbourne, FL, the ASU will bring full-up sensor to shooter capability from the E-8C to all Link-16 equipped fighters in the Joint Fighting Force.

With a couple of easy switch actions, a JSTARS Air Weapons Officer can provide a near real-time fixed or moving target track directly into the fighters cockpit, direct the attack, and watch the results.

"We have been waiting for this for a very long time" remarks Major Scelsi.

JSTARS, minus Link-16, made its debut during Desert Storm as a long-range, air-to-ground surveillance system designed to detect, locate, and track ground targets in all weather conditions. During Desert Storm, JSTARS provided coalition air and ground forces with information on enemy ground movement in Iraq. JSTARS, a joint Army-Air Force program, offered the advantage of flying in friendly airspace, while looking behind hostile borders up to 150 miles to detect and track ground movements in both forward and back areas. Without Link-16, voice communications were used to pass JSTARS radar information to shooters.

A rudimentary Link-16 capability was added to JSTARS in the late 1990s, which enhanced JSTARS capability to provide targeting data to shooters, but still required time-consuming voice communications to track moving ground targets. With ASU, additional Link-16 messages are added to the JSTARS database that minimizes the voice communications requirements.

ASU is a Link-16 software upgrade that among other things, gives JSTARS the capability to assign fighters to J3.5 ground points or tracks using Link-16 Network Participant Group (NPG) 9 Air Control messages and receive NPG 8 Weapons Coordination messages.

As JSTARS capability has evolved, the aircraft has been effectively employed for Command, Control, Communications, and Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) and Battle Management operations in Bosnia, Kosovo, Afghanistan and once again in Iraq. ▲▲▲

TACTICAL LINK UPCOMING EVENTS

——————————————APRIL—JUNE——————————————		
Multi-Link Users Conference	*Apr 6-8*	*Virginia Beach, Virginia*
MIDS Technical Working Group (TWG 14)	*Apr 19-23*	*Paris, France*
MIDS Integration and Implementation Working Group (I&IWG)	*Apr 20-22*	*Paris, France*
LINK-22 Operation Implementation Working Group (OIWG)	*Apr 26*	*Paris, France*
Joint International Configuration Review Board (JICRB) / MIDS International Review Board (MIRB)	*May 3-7*	*Tampa Bay, Florida*
Multi-National Working Group (MNWG)	*Jun 1-4*	*San Diego, California*

Bottoms **U**p! **R**eview of TDL Training

Contributed by: Mr. George Dunn, Aegis Training & Readiness Center, Public Affairs Office

Cost effective, consistent, and timely tactical data link (TDL) training can be accomplished through a "training continuum" that realigns and streamlines the training currently being conducted by various organizations throughout the Fleet. This was the conclusion of a Training Working Group (TWG) that recently completed a Bottom Up Review (BUR) of the surface Navy's TDL training curriculum. The TWG, established by the Center for Surface Combat Systems (CSCS), included representatives from both east coast and west coast training commands at the request of the Commander Second Fleet. Their sole mission was to provide a full-scale review of all TDL courses.

"We started out by reviewing what was already out there," said LT Tom Longino, coordinator of the initial preliminary review. The TWG found various organizations teaching TDLs through non-standard course curriculums, non-standard slides, and different teaching methods. The Fleet saw this "inconsistency" as insufficient training.

Eventually, a full-scale review of current courses taught by CSCS organizations followed. "From the perspective of ownership, we looked at everything from the curricula, Instructor Guides, PowerPoint slides, different courseware, and tactical training equipment – everything that comprises the different courses at the various commands that teach TDLs," LT Longino said. He also added, "This was the first time that representatives have been in the same room with the right subject matter experts and able to come to a clear agreement for the direction of TDL training,"

Importantly, the TWG noted that there is no clearly defined path that leads to TDL expertise. "All the schoolhouses, whether Surface Warfare Officer School, Operations Specialist "A" School, Division Officer School, Department Head School, Combat Systems Officer School, or waterfront TDL training, fundamentally are teaching the same thing; the overview of TDL or some other similar basic overview course. We don't have an approved training path in place that creates the smart individual that knows how the TDLs work with each other or what the interoperability issues are," explained LT Longino.

A TDL training continuum is now being created to provide the Fleet with qualified network managers and operators who will be able to ensure the timely and accurate passage of critical information through various data paths. When the new TDL training continuum is completed, tactical watch-standers, both officer and enlisted, will have access to a coherent series of courses that will provide the knowledge and understanding of Multi-Tactical Data Link Networks and what it takes to support the Common Tactical Picture and the overall Common Operational Picture. Watch-standers will be able to plan, brief, and monitor all aspects of TDL operational requirements.

The BUR also set into motion a number of follow-on actions. Results of those actions will be reported in future editions of *The Tactical Link.*

For additional information about TDL training continuum, please contact LT Tom Longino at (540) 653-4829, or email at: longinotj@atrc. navy.mil. ▲▲▲

Other significant BUR accomplishments:

- **Defined Navy wide link training requirements**
- **Recommended link training continuum elements for individual career progression**
- **Identified a standard curriculum**
- **Stipulated metrics to measure training effectiveness**
- **Identified learning tool requirements**

PKI Deadline Change

Previously reported in the December issue, the Department of Defense (DoD) public key infrastructure (PKI) Certificate was to be in place for all organizations by 01 April 04. However, that date was recently changed to be 100% compliant by 01 Oct 04. Per the Navy's Chief Information Officer memo of 05 Mar 04: "This change in deadline will help to ensure a reasonable implementation, however we must continue to aggressively pursue Common

Access Cards (CAC) and Certificate issuance and must continue to aggressively continue PK-enabling actions."

Industry partners, those persons and/or organizations outside government spaces, should continue to obtain DoD PKI Digital Certificates or External Certificate Authority certificates from one of three approved sources; VeriSign, Digital Signature Trust Co, or Operational Research Consultants Inc. ▲▲▲

For more information, log onto:

http://nmci-isf.userinfo.asp or http://iase.disa.mil/pki or call 1-800-304-4636.

TIED Down Under—Roadway to 2015

Contributed by: CMDR Mick Stewart, Deputy Director of Tactical Information Exchange, Australian Defense Force

With the goal of an interoperable, networked force by 2015, the Australian Defense Force (ADF) in 2002 established the Tactical Information Exchange Domain (TIED) project. The goal is to create a seamless flow of information in a system-of-systems data network that integrates information exchange between air, maritime and land assets. The graphic below shows the areas defined as the TIE domain.

In establishing TIED standards, US MIL-STDs are used except where no MIL-STD exists. In those cases, like LINK-22, the applicable STANAG will be followed.

To date, the ADF has produced a coherent TIE architecture that implements the system-of-systems approach to networking. The architecture mandates the J-series of messages as the future backbone of TIE, noting that other standards will be required for video, internets and message text formats.

The ADF has mandated the Levels of Information System Interoperability (LISI) model to define the level of information interoperability required. The aim is to have LISI Level 3c approved as the goal for joint and combined interoperability with US forces. Funding constraints have precluded acquisition of the LISI software to date. Meanwhile, the US and ADF still have issues to resolve regarding the acceptance of LISI as a standard.

An integration office has been established within the ADF to ensure that future acquisitions are "born joint" rather than having to expensively retrofit "jointness" after acquisition.
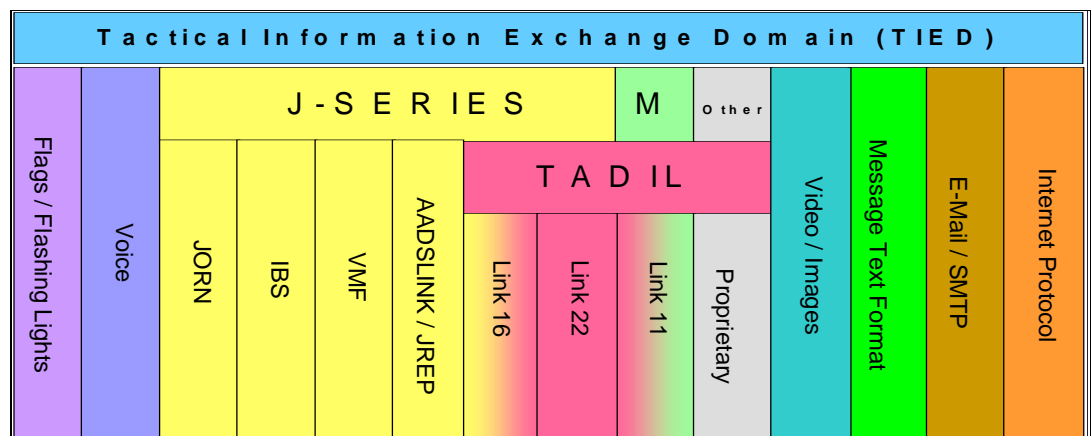
Other areas being addressed include the provision of variable message format (VMF) capable radios to the ADF F/A-18 Hornet Upgrade Program, and studies to provide Link-16 and VMF to ANZAC frigates, and fitting VMF to the Ground Mission Control of the Armed Reconnaissance Helicopter, which is fitted with "Eurogrid" and does not meet the newly defined network of J-series messages.

The use of VMF will also be helpful in networking with the Australian Army, which frequently operates in a bandwidth-constrained environment.

The ADF is working closely with the US and UK to develop an ADF roadmap "that will clearly show, not only the suburbs we are going through, but also the street names and mailbox numbers. This roadmap will show the ADF's progress from voice and Link-11, through Link-16, VMF and Link-22 with their extensive MIL-STDs, and onto our brave new world with its Extensible Markup Language and Internet Protocol Version 6. The ADF intends to 'boldly go,' but only in the footsteps of our allies, the UK and US."   ▲▲▲

Dennis Bauman; PEO for C4I and Space

As the Pentagon's Program Executive Officer (PEO) for C4I and Space, Mr. Dennis Bauman is responsible for overseeing programs intended to expand and improve the Navy's C4I capabilities. The four C's (Command, Control, Communication and Computer) and Intelligence intertwines Link-16 and associated network products and services within its architecture.

Q: What is the mission of the PEO for C4I and Space?

A: The PEO for C4I and Space's mission is to acquire, integrate, deliver and support interoperable C4I and space capabilities enabling seamless operations for fleet, joint and coalition warfighters. As a nation at war, we've become increasingly dependent on our C4I capabilities. These capabilities will continue to be vital for the warfighter, both for current operations today as well as to underpin transformation initiatives tomorrow. During Operation Iraqi Freedom and Operation Enduring Freedom, C4I provided us with the dominance to sense, understand, decide, and act faster than our adversary. For Naval forces in particular, C4I systems catalyzed a faster, more efficient, planning mechanism delivering lethal fire at a pace unmatched in any previous conflict. We are seeing that C4I systems are now recognized not only as warfighting *support* systems, but warfighting systems in and of themselves.

Q: What is the PEO's scope of responsibility?

A: My responsibility, in support of our mission, is to develop, acquire, and sustain the C4I capabilities that are installed on our Navy afloat and ashore platforms. Reporting directly to the ASN RD&A for acquisition, I am responsible for assigned programs from "cradle to grave." Specifically, this entails taking full responsibility for the systems and programs that are assigned to it - from conception of the program, through the retirement of the system and eventually, with removal of the system from the fleet – thus, both acquisition and full life-cycle support for the system. Additionally, I report through SPAWAR to the Chief of Naval Operations and the Commandant of the Marine Corps for execution-year support of fielded equipment – responses to CASREPs and technical assistance requests. In total, I have a budget authority that of approximately $2.1B and provide oversight to 118 C4I programs and products.

Q: Tell us about your vision for an "internet-like capability for the Naval warfighter?"

A: The PEO is driving C4I into the future. To do this we are providing the warfighter with systems that substantially increase the speed of decision making, moving from deliberative strike to time critical strike. In addition to increasing the pace for decision-making, we are improving the quality of knowledge upon which those decisions are made, turning *information* superiority into *decision* superiority. In essence, we are bringing C4I to a point where better decisions are made faster than an opponent can react. One of my strategic goals is to transform our ships, submarines, aircraft and shore nodes to be Net Centric "ready." As part of this effort, the PEO is developing a C4I Integrated Capability Plan or "roadmap" for the future. Our intention is to ensure our programs support and are aligned to both larger Department of Defense (DoD) Global Information Grid (GIG) efforts as well as the C4I capabilities that support those efforts.

Q: How close are we to achieving interoperability of communications and computer systems among Joint and Allied forces?

A: At its core, interoperability drives how well the US and its allied and coalition partners fight as a seamless and synthesized fighting force. Despite the many challenges we have had in achieving interoperability, the fact that we are able to make it work is a credit to our respective desire to work together as allied and coalition partners. There are several significant interoperability success stories that are directly linked to programs and work we've been involved in within the PEO. One of the programs that deserves mention is one of our core tactical data link programs, the Multifunctional Information Distribution System (MIDS). MIDS provides secure Link-16 on numerous air, ground, and surface platforms to support Network Centric Warfare. We also partnered with France, Germany, Italy and Spain in a multi-service, cooperative international MIDS program. Building on the success of our international MIDS program, the MIDS nations are partnering to jointly develop the MIDS follow-on—MIDS-Joint Tactical Radio System (JTRS). JTRS is a core C4I component that will make things like the GIG and FORCEnet a reality. As such, the capabilities embedded in MIDS-JTRS will be critical interoperability components and ensure our allied/coalition partners maintain alignment with larger transformation efforts within DoD. ▲▲▲
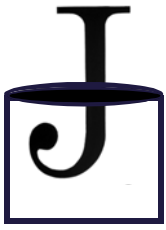
POCKET "J" Protecting our Homeland

Contributed by: Mr. Mel Townsen, Titan Systems

"Pocket J" is a Homeland Defense initiative to provide deployable, ground based, tactical data link (TDL) "Pockets" over continental US high value areas and link this TDL pocket back to a North American Aerospace Defense (NORAD) Air Defense Sector (ADS) for command and control of deployed air assets. The military J-series message standard is used to convey the status, and command and control information between the TDL pocket and the ADS hence, the name "Pocket J." These TDL Pockets will support both Link-16 and the Air National Guard (ANG) Situational Awareness Data Link (SADL) TDL networks.

Each Pocket J will include two elements; a forward-based Deployable Element (DE) packaged in transit cases, and a Fixed Element (FE) that will be initially integrated into the NORAD North East Air Defense Sector (NEADS) in Rome, New York. Subsequent spirals will incorporate Pocket J capability in all ADSs.

The DE will contain a Multifunctional Information Distribution System-Low Volume Terminal (MIDS-LVT) for Link-16, a ground SADL radio, and a Joint Range Extension (JRE)/ Transparent Multi-Platform Gateway Equipment Suite (JTEP). The DE will extend the networks beyond-line-of-sight to the FE through satellite communication (SATCOM), Secret Internet Protocol Routed Network (SIPRNET), or telephone circuits. The FE will interface with the NEADS Battlefield Control System – Fixed (BCS-F) to correlate the remote TDL picture with the FAA radar and other surveillance data to provide an enhanced operational picture over the protected high value area.

The Pocket J initiative will provide secure and positive ADS control over the deployed aircraft and preclude sole reliance on unsecured air-to-ground voice radio. Pocket J will link the SADL-equipped ANG F-16 Falcon fleet that currently flies most homeland security missions with USAF, Navy, and USMC aircraft that employ Link 16.

The Electronics Systems Center at Hanscom AFB, Massachusetts (ESC/NI3) manages the Pocket J, JRE and JTEP programs. ESC Air Control Division (ESC/ACM) at Hanscom manages the BCS-F program. ▲▲▲
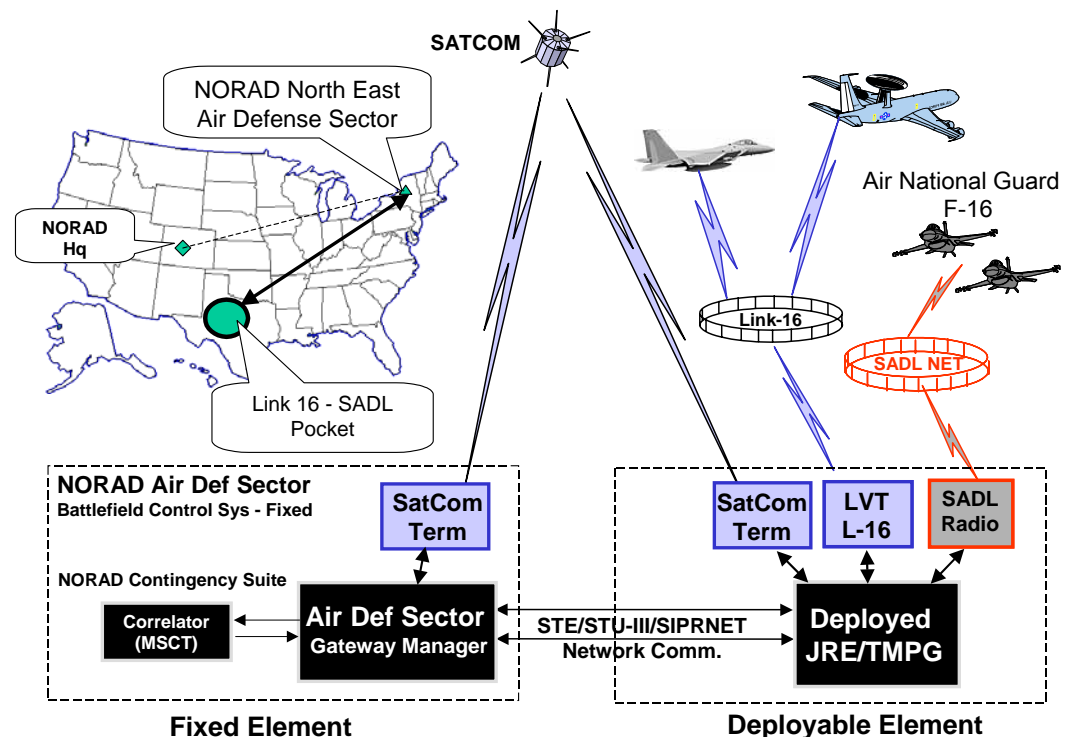
Bridging the GAP with C & L

Contributed by: Mr. Alexei K. Schandl, Code A27, Naval Surface Warfare Center - Port Hueneme Division

For Joint Force staff, trainers, tacticians, interface control officers or TDL console operators who need an excellent training and operational tool, Contact: cnl@phdnswc.navy.mil or via SIPRNET: cnl@phdnswc.navy.smil. mil

East is East and West is West, and never the twain shall meet! So wrote Rudyard Kipling in the late 1800s. It may well be that non-interoperability has been never identified with more memorable eloquence! Different cultures, different protocols, and different approaches; Kipling could have been talking about Tactical Data Links (TDLs). Maybe it would have been different if the East and West had their own Capabilities and Limitations (C&L) document.

What is the C&L? Simply put, the C&L is a repository for TDL interoperability information. The C&L explains how diverse Joint and Coalition systems work together. While many documents describe the operation and performance of individual systems, there is relatively little documentation that goes beyond a platform's lifelines. The TDL interoperability C&L helps to bridge this gap. It builds on lessons learned through system testing and from operations at the unit and force levels, and provides for user feedback to maintain updated information.
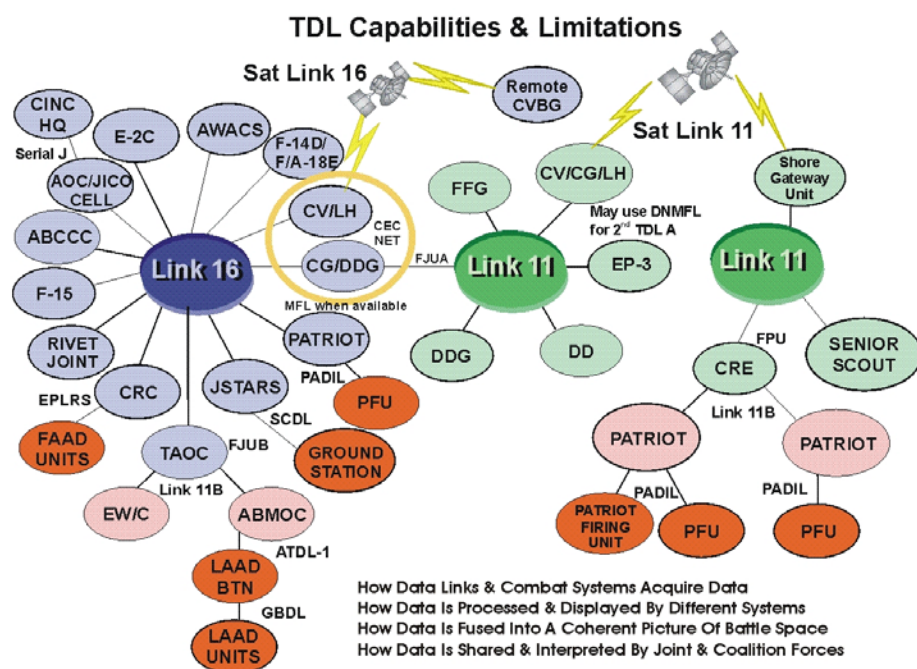
The C&L had its beginnings in the fall of 1998 when Naval Surface Warfare Center – Port Hueneme Division was tasked to develop a TDL C&L document for the deploying Enterprise and Vinson Battle Groups. Subject matter experts from the Joint services and industry also contributed in the initial development. Since then, the C&L has evolved into a comprehensive web-based reference for technical information about data links and warfighting systems. Although it resides primarily on SIPRNET, both classified and unclassified C&L CD-ROMs are available.

The C&L addresses how Joint forces can employ TDLs to acquire, fuse, and share a coherent and consistent battle space picture from data gathered by individual units. It includes information and guidance about systemic TDL problems that include identification conflicts, dual tracks, Identification Friend or Foe (IFF)/ Selective Identification Feature (SIF) conflicts, and track reporting responsibility.

The C&L includes interoperability information on over 75 Joint systems and 200+ Navy units. It identifies important and frequently hard to locate points of contact. A tailored C&L is available for Carrier/Expeditionary Strike Groups and for large Joint exercises.

Recently, the US Army and Navy signed a memorandum of agreement defining development and maintenance of mutually supportive C&L knowledge bases. ▲▲▲

TDL Capabilities & Limitations

How Data Links & Combat Systems Acquire Data
How Data Is Processed & Displayed By Different Systems
How Data Is Fused Into A Coherent Picture Of Battle Space
How Data Is Shared & Interpreted By Joint & Coalition Forces

Navy's First MIDS Deployment

Contributed by: MIDS International Program Office (IPO), SPAWAR, San Diego

Situational awareness and reliability! These were two big positives during the first Multi-functional Information Distribution System (MIDS) deployment with Navy F/A-18 E/F aircraft of Fighter/Attack Squadron 141 (VFA-41). Particular advantages included knowing the CVN and friendly positions, getting backlink information, utilizing FTR-FTR common capability, and having secure J-voice. Within the flights, location, load-out and fuel states were immediately available. Radar utilization was improved through increased coordination.

Lt Sarah "Dusty" Rhoads and Lt(jg) Josh "Noodle" Appezzato of VFA-41 gave this upbeat report (as well as addressing a few downside issues) during the F/A-18 Link Strategy meeting held in San Diego, California on 3 February, 2004. Capt John Kohut, PMW 101/159, and Capt Don Gaddis, PMW 265, co-hosted the meeting.

During VFA-41's WESTPAC deployment from March to November of 2003, fourteen aircraft had MIDS installed. The aircraft flew 2496 sorties, of which 694 were combat, for a total of

> **Westpac '03 Missions Included:**
>
> - *Air-to-Air*
> - *Air-to-Ground – Close Air Support*
> - *Forward Air Controller*
> - *Reconnaissance*
> - *Tanking*
> - *Surface Surveillance*

5872 hours. MIDS combat sortie completion rate was 100%.

The squadron considered MIDS reliability to be outstanding throughout the deployment. In addition, VFA-41 made several recommendations for future data link employment such as full backlink capability to the E-2/Battle Group and "Hook" track file for the F/A-18.

Not surprisingly, this very successful deployment report was received well by the mixed audience. ▲▲▲

It's TIMR Time

Contributed by: MIDS International Program Office (IPO), SPAWAR, San Diego

The US Joint Terminal Integration Maturity Review (TIMR) was held Jan 14-15 in San Diego, California. Capt Joe Adan, PMW101/159, chaired the meeting and opened with an overview of the Multifunctional Information Distribution System (MIDS) MSIII status and future plans for Navy Completion. The TIMR continued with presenting overall status on the MIDS terminal Integration (F/A-18, F-16, EA-6B and the B-2), Production, Software, and Configuration Management. For a copy of these presentations and future meetings, contact Dave Kegel at david.kegel@navy.mil. ▲▲▲

Recommended Reading

- "Boeing Demonstrates Latest in Network Centric Operation with F/A18F," Press Information Worldwide, September 25, 2003 (http://www.pressi.com/us)

- "Fix Net Centric for the Operators" by Capt David C. Hardesty, Proceedings, September 2003 ,Vol 129, Issue 9, pg 68 (http://www.usni.org)

- "FORCEnet Is Navy's Future" by RADM Thomas Zelibor, Armed Forces Journal, December 2003, page 48 (http://www.armedforcesjournal.com)

- "S.D. `the center' of key Pentagon program" (Dennis Bauman), San Diego Union Tribune, May 11 2003 (http://pqasb.pqarchiver.com/sandiego)

- "Navy pilot meets with Collins to discuss MIDS equipment" (Lt Sarah (Dusty) Rhoads), The Gazette, February 27, 2004 (http://www.gazetteonline.com)

* These articles can also be requested through tac.link@navy.mil

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When you submit an article, please consider limiting it to one page or less. Supporting pictures and graphics are appreciated. Try to minimize the use of acronyms. Please spell out those acronyms you do use. However, don't ever let the article to become a "too hard" for you! Submit the article anyway. We can take it from there.

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